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of Engineers®

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STEVE'S NOTE

PMBP or PDBP?

There has recently been a lot of interesting and healthy discussion over the terms "**Project Management Business Process**" and "**Project Delivery Business Process**" to describe the fundamental process by which the Corps delivers projects and programs to our clients. In the end, the Chief made the decision to stay with the term PMBP. I think that's a wise decision. Here's why.

First, after about a year and a half of implementing ER 5-11-1, *Program and Project Management*, which promulgates the PMBP, I think we are making strides in changing the paradigm in the Corps of "PM as a stovepipe" to **"PM as the fundamental process by**

which we deliver quality products/services/projects to our clients, a process to which every member of the Corps contributes." With that growing understanding, **changing terms is simply confusing and adds nothing.**

Just as important are the subtle implications of the terms. **Project Management is a term of art, universally understood throughout the industry and the world, used to describe a specific process of project delivery which encompasses management of scope, quality, time, cost, risk, human resources, contracts and communications; it assumes a collaborative team approach** (reference *Project Management Body of Knowledge*).

The Corps, because of our strong culture/paradigm of stovepipes, institutionalized PM as a stovepipe under ER 5-7-1 (FR), *Project Management*. We've been working hard for the past two years to change that paradigm--to **help people see PM as our fundamental process of project delivery.** Changing the term to PDBP because we "want to be more inclusive of the entire team and not just PMs" is to admit that we are unable to make the paradigm shift and reinforces the notion that PM is, indeed, a stovepipe, not a way of doing business.

There remains a sentiment in the Corps that: **"Project Delivery is all inclusive. Project Management is only one aspect of project delivery."** I couldn't disagree more. "Project management" (to most everyone in the world except USACE) is a term of art and practice that is universally understood as an effective means of project delivery--it is not one aspect of project delivery or one organization.

Project management is the Corps' method of project delivery. Notwithstanding excellent progress in embracing the PM business process, I think we still have a way to go till we're all the way there.

Stephen Browning, P.E.
Chief, Programs Management Division
Office of Deputy Commanding General
for Military Programs **\$**

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FRED'S NOTE

TOWARD A SUCCESSFUL FY 2000 - AND BEYOND

Some would say we are poised to move quickly out of the station for FY 2000. In point of fact, our train already left and will approach top speed very shortly. If you aren't on board yet, just stick out your hand and someone near the end of the train will bring you on board.

We will only be successful because we work as a team, and I thank you for the contributions you make. You will hear a lot about what we are doing and going to do for FY 2000 and beyond. **Everything you hear will be important - the changes are very significant and the pace is accelerating.**

Let me briefly address several important areas:

1. Efforts toward and importance of a strong 1st quarter performance;
2. The current environment relating to caps and appropriations;
3. Goals for the CW program as proposed in the new CMR+ and the Chief's endorsement of these goals at the recent Senior Leaders Conference; and,
4. An overall impression from the SLC.

First, we need to accelerate our first quarter FY00 fiscal and physical performance. Three things we are doing that should help us reach that goal are:

1. Early loading of 2101 schedules;
2. Reiterating and expanding procedures for obligating and expending funds prior to actual issuance of work allowances and FADS; and
3. Simplifying our CW program VTC process and earlier issuance of guidance.

This is the first year that we have asked for estimated schedules to be loaded into the 2101 database before issuance of work allowances. Once work allowances are issued, schedules should be finalized much sooner than in prior years. My hope is that **this will facilitate your planning for early execution** and permit you to "hit the ground running" in FY00.

By now you should have a joint guidance letter from Steve Coakley and me on procedures involving work allowances and FADS. This will help you understand the procedures for obligation and expenditure of funds prior to issuance of work allowances. We also plan to simplify the VTC process for the Civil Works program and issue earlier guidance to ensure that you can get an earlier start, specifically on Congressional adds.

The Fiscal Year 2000 appropriations process continues at a slow pace. The primary reason is that the budget caps agreed to by the Congress and the President in the Balanced Budget Act of 1997 do not allow for

sufficient new budget authority to satisfy needs. The President managed to avoid breaking the caps with his budget by proposing a wide variety of new user fees and other offsetting collections. The proposed Harbor Services Fee is just one of the many. Since virtually none of these have been enacted, the Congress is unable to claim the offsets in its budget. As a consequence, the Appropriations Committees have had an enormous task to satisfy the demands for new budget authority and stay within the total new budget authority allotted. To date only the Military Construction Appropriations Act has been signed by the President, and only two other conference reports have been completed (District of Columbia and Legislative).

Both the House and Senate have passed their version of the Energy and Water Development Appropriations Act, but they are far apart. The House bill is \$1.5 Billion less than the Senate, but for the Civil Works program the House is almost \$500 Million over the Senate. With this difference it will be difficult to arrive at a conference agreement. The same is true with several other appropriations bills. Also the President has issued some veto threats. Look for a great flurry of contentious activity in late September and early October; my guess is that conference for the Energy and Water Development bill will be late and there is a good chance for a CR early in the new FY.

Third, there are the goals for the CW program as proposed in the new CMR+. We have established a strategic target of expanding our Civil Works Program to a \$5.5 billion (constant \$) direct funded support level by 2005. We have also set a strategic target of expanding our reimbursable support for others work by 3% per year. **We believe the national needs are there but that, in fact, we are not being articulate enough in portraying those needs and our capability in providing the appropriate solutions.** Both the Chief and Dr. Westphal are providing us the needed leadership vision and recognition of the potential for us to provide a much more robust program of answering national water resource needs. They are **providing the proactive leadership and risk taking which we have not had in the past to expand our program.** You can get a sense of this in my final discussion item below.

There was some very good news at the recent Senior Leaders Conference in San Francisco. The Chief and the ASA(CW) have encouraged a stronger advocacy role for the Corps in water resources development, management and protection. That is, **they have challenged us to take the lead, from a Federal standpoint, in identifying the Nation's needs for water resources, evaluating investment opportunities and informing decision-makers of the implications of various decision options.** In short, we are to assure that water resources needs are fully considered in the forums where priorities are established for Federal investments. They have also pointed out that **we should be broader in our evaluation of problems;** flood control and navigation needs cannot be looked at as

discrete matters that are unrelated to water supply, recreation, wetlands protection, environmental restoration needs, etc. This direction has very significant implications for all of us involved in civil works program development.

Fred Caver, P.E.
Chief, Programs Management Division
Office of Deputy Commanding General
for Civil Works **S**

ARMY AND AIR FORCE MILITARY CONSTRUCTION FOR FY 2000

1. Army Military Construction:

Mr. George Hayes, CEMP-MA
Ms. MaryAnn Delaney, CEMP-MA

The FY00 Military Construction, Army (MCA) budget was submitted in Feb 99 and included 69 construction projects with a total value of \$1.2B. Because the majority of projects were identified for incremental or phased funding, the appropriation request was less than half the program's value, or \$564.5M. The budget also included requirements for the Unspecified Minor Program (\$9.5M), Planning & Design (60.7M), and Host Nation Support (\$21.3M) for a total appropriation request of \$656M.

Congressional action on the FY00 MCA budget is essentially complete. In fact, the FY00 Military Construction (MILCON) Appropriations Bill was signed into law on 17 Aug 99. The FY00 Department of Defense (DoD) Authorization Bill is another matter. The bill has been finalized in conference but there will not be a floor vote on it until Congress returns from recess around 15 Sep 99. It is possible for the bill to be approved and sent to the President before the end of Sep. Timely enactment of the Authorization Bill is uncertain since the possibility of a presidential veto exists and until both bills are enacted construction funds can not be made available.

With Congressional action almost complete, the makeup of the FY00 MCA program is somewhat established. In summary, the FY00 MCA program includes 67 projects that are fully funded (\$806.4M) and fully authorized (or had sufficient authority from a prior year). Authority to advertise these projects subject to the availability of funds is being provided as requested. There are also 14 projects that were funded and/or authorized but in disparate amounts. The Army is analyzing these projects to determine the best course of action for accomplishment and additional guidance is expected shortly. The program's 81 projects include 25 projects that were inserted by the Congress.

The FY00 MCA program includes two "general

reductions" which total \$51.3M and come off the total funded amount of the program. These reductions equate to an average shortfall of 5.2% of a project's programmed amount and will have a major impact on accomplishment of the program. Ostensibly, Congress eliminated all funds earmarked for contingencies and reduced the amount included for inflation. Congress also directed that no projects be canceled as a result of these reductions. At the moment there is no plan to direct any scope reductions or to direct any changes to on-going solicitations. As bids are received and the cumulative impact of those bids on funds available becomes apparent, further belt-tightening guidance may be necessary. In the meantime, the Army has developed slightly revised procedures for funding awards based on bids received. Contingencies will be funded at 2% with limited funds available for user-requested changes. Obviously all projects can not be awarded if the average project current working estimate (CWE) is not 5% under the comparable programmed amount. More than ever before, construction funds will be extremely tight this year. It is imperative for us to develop base bid packages that are economical and incumbent on us to act prudently in the identification of changes subsequent to award.

To avoid unnecessary speculation on the FY01 MILCON program, indications are that all the Services and the Office of the Secretary of Defense (OSD) have agreed to program 5% for contingencies in the FY01 MILCON budget.

In addition to the general reductions discussed above, the FY00 MCA program does not include the chemical demilitarization projects. These were transferred to the Defense Agencies account. Nor does the program include the five MCA projects planned for Germany. These projects are to be funded from the FY99 Emergency Supplemental Appropriations Act. Additionally, funding included in the bigger FY00 MILCON budget for the Energy Conservation Improvement Program was "zero-d out". OSD, however, has requested that Services continue to develop and identify projects for the program.

Finally, the Army Family Housing (AFH) MILCON budget request, which was restricted to outside the continental United States (OCONUS) projects, was increased to \$76.2M with the addition of three continental United States (CONUS) projects at Fort Lewis, Fort Campbell and Fort Lee. Based on congressional concerns during the FY00 budget process, the FY01 program will include CONUS projects and it will be increased to at least \$150M.

Execution of the FY00 MCA Program will be severely impacted by the lack of adequate planning and design (P&D) funds during FY99. This problem was first identified 20 November 1998, when HQUSACE briefed the Assistant Chief of Staff for Installation Management (ACSIM) and the Deputy Assistant Secretary of the Army for Installations and Housing

(DASA (I&H)) and alerted them of a potential funding shortfall in the MCA P&D. OSD/HQ, Department of the Army (HQDA) adjustments made in late January 1999 to the President's FY00 budget request placed further requirements on this already under funded account. HQDA would not support a reprogramming until mid-year reports were available to confirm a high obligation rate. Finally, with support from the ACSIM and DASA (I&H), a reprogramming request for P&D in the amount of \$18M was signed by the HQUSACE, Director of Military Programs on 18 May 1999 and sent to HQDA. This request was then processed through the appropriate Army offices in the Pentagon. It was eventually signed out by the Assistant Secretary of the Army for Financial Management & Comptroller (ASA (FMC)) and delivered to OSD on 15 June 1999. The OSD (Comptroller) signed out the reprogramming package to Congress on 20 July 1999. As of 27 August 1999, Congress has yet to approve the request.

The delay in receiving the reprogramming approval has placed USACE in the difficult situation of managing very limited P&D resources across all MILCON districts in an attempt to insure as much work as possible continues on a very active design program. The FY00 construction program is the most severely affected program year. As of 27 August 1999, final design contract awards and modifications are being delayed on 29 MCA/Minor MCA projects due to lack of funds. This equates to over \$9M in Architect/Engineer (AE) fees. Some projects have been delayed for 6 months. Additionally, even though we have received early design releases on the FY00 Congressional inserts, there is no P&D funding available to initiate designs. In an effort to keep in-house efforts going, we have 'borrowed' \$2.1M from the Host Nation Support (HNS) P&D account. These funds were to be used for HNS AE contracts and must be paid back once additional funding is obtained.

The outlook for FY00 MCA P&D is much brighter – not only was the Army's request fully funded, but also Congress actually supplemented the account to cover the cost to design the Congressional inserted projects. This has been an unfunded expense in the past. Last year, HQUSACE was given the opportunity to brief DA at the FY01 Project Review Board (PRB) and again this year for the FY02 PRB. We have obtained DA's assurance that P&D will not be under-programmed in the future.

2. Air Force Military Construction:

Ms. Jane Smith, CEMP-MF.

The FY00 MILCON, Air Force (Active) (MCAF) budget was submitted with a total value of \$559.9M. The budget also included the Active Unspecified Minor program (\$8.7M) and Planning & Design (\$28M) for a total request of \$596.6M. The USACE portion of the MCAF budget included 49 projects totaling \$420.5M.

The FY00 MCAF program includes 75 projects totaling \$650.3M; of which, 25 projects totaling \$224.7M are Congressional inserts. The Air Force is granting advance advertising authority subject to availability of funds on a project by project basis. The total Air Force appropriation for the FY00 P&D is \$36M.

The Air Force's FY00 P&D request was reduced by \$16M during the Program Budget Decision cycle. Therefore, a reprogramming package is currently being initiated to provide funds to complete FY01 designs and to start FY02 design. **S**

USACE PROJECT DELIVERY TEAM (PDT) OF THE YEAR AWARD FOR 1999

Award Winning Team

Immigration and Naturalization Service Architect-Engineer Resource Center Delivery Team CESWD -- Ft Worth District

The HQUSACE selection panel was **in unanimous agreement** recommending the highly acclaimed "Immigration and Naturalization Service A/E Resource Center Project Delivery Team" as this year's winner of the 1999 USACE Project Delivery Team of the Year Award. This integrated project team was selected in recognition for their contributions to excellence in delivering quality projects on time and within budget using the best business practices of the USACE Program & Project Management Business Process. This team, nominated from the Southwestern Division and Fort Worth District, **exemplified great teamwork, exhibited excellence in partnering, achieved success through innovation, focused on end results, promoted the "One Door to the Corps" philosophy, and, most importantly, earned high accolades for their exceptional performances from their satisfied customers.** In fact, this team delighted their customers and earned substantial new work in future years. We would also like to recognize **that this outstanding team was truly a virtual Corps team** drawing on our entire strengths by using representatives not only from SWF and SWD, but also members from SPD, HQUSACE, SPA, LRB, SWG, SAJ, SPL, TAC, POH, SPK, CERL, NAO, and SAM.

Accomplishment Citation

In December 1996, the Immigration and Naturalization Service (INS) requested the U.S. Army Corps of Engineers and General Services Administration (GSA) to prepare competing proposals for management of their rapidly expanding facilities program. **HQUSACE delegated this task to the Southwestern Division, who in coordination with their Regional Management Board (RMB) and other**

Divisions, assembled a team with representatives from HQUSACE, SWD and six Corps districts (Ft Worth, Galveston, Albuquerque, Los Angeles, Buffalo, Jacksonville).

The team **identified five key issues to be addressed** to respond to the INS on Corps capabilities.

1. Simplified Project Management
2. Flexible Business Practices
3. Staff Augmentation
4. Strategic Planning and Programming
5. Real Estate

Central to the proposal was that **it focused on "One Door to the Corps"**. INS selected the Corps in June 1997 and signed a Memorandum of Agreement with the Corps defining the parameters of this new business relationship. Under the agreement, **all project management responsibility was assigned to the Architect-Engineer Resource Center (Center) located in Fort Worth, TX.**

INS is utilizing the Center to access Corps expertise for providing real property inventory support, master planning, life cycle cost analyses, environmental surveys and engineering and construction services in support of various projects throughout the United States.

During its first year of operation, the Center was tasked to award Border Patrol Stations at Rio Grande City and Laredo, Texas, a Headquarters for the Del Rio Sector, and family housing for Border Patrol agents in Presidio, Texas. Seemingly insurmountable obstacles were apparent from the outset. An initial goal was to award construction contracts totaling approximately \$50 million within one fiscal year 1998. Specific challenges included real estate acquisition, completion of design and construction drawings, environmental surveys and compliance with the National Environmental Policy Act. These items alone would typically take two years to perform, but the Center quickly mobilized Corps resources to meet the challenge.

The Center is also responsible for project management of a 14-mile border barrier project totaling over \$25 million in San Diego, California. This project involves the INS Administrative Center at Laguna Niguel as materials purchasing agent, the Albuquerque District as real estate agent, the California National Guard as the construction agent, and the Fort Worth District as the environmental agent. The Corps Construction-Engineering Research Laboratory (CERL), located in Champaign, Illinois, has been tasked by the Center to perform a thorough analysis regarding the effectiveness of fencing projects along the Southwest border.

Another project has the Corps preparing a contract solicitation package for ten Temporary Staging Facilities across the southern United States to provide rapid emergency response to immigration crises.

Most recently, the Center has supported the INS mission in processing Balkan refugees. In response to State Department commitments, a processing center was established in Macedonia within a 96-hour window from initial notification.

Since its inception in 1997, INS has provided the Center over \$80 million, with a projected addition of \$150 million by Fiscal Year 2001, in planning, environmental, real estate, design and construction services involving ten Corps districts, three divisions, TAC, CERL and WES.

The Memorandum of Agreement with INS and establishment of the Center has resulted in seamless business processes to efficiently respond to INS program requirements. The net result has been a **highly satisfied customer, efficient program execution and an enlarged mission for the Corps as a corporate entity.** This team's work in concert with the customer and their successes exemplify the functional changes in the Corps as we move into the next century.

Corps of Engineers Delivery Team Members named in the award follow:

<u>Name</u>	<u>Organization</u>
Howard Moy	HQUSACE
Mike Shama	HQUSACE
John Davidson	SPD
Tom Hudspeth	SWD
Pete Doles	Albuquerque
Ben Alamis	Albuquerque
Ron Guido	Buffalo
George Alcala	Galveston
Mike Trial	Los Angeles
Eddie Ireifey	Los Angeles
Kelly Ryan	Los Angeles
Ralph Barrett	Ft. Worth
Ron Timmermans	Ft. Worth
Eric Verwers	Ft. Worth
Rebecca Griffith	Ft. Worth
Jerry Easley	Ft. Worth
Ron Ruffennach	Ft. Worth
Bobby Camp	Ft. Worth
Ben Case	Ft. Worth
Roger Anderson	Ft. Worth
Stephen Brooks	Ft. Worth
Mark Valentino	Ft. Worth
Jerry Cornell	Hawaii
Jim Boone	Jacksonville
Mike Schultz	Jacksonville
Tom Nissen	Sacramento
Patricia Lee	Norfolk
George Poiroux	Mobile
Charles Marsh	CERL
Ben McClellan	Trans Atlantic Center

Mr. Ralph Barrett, Initial Director, Architect-Engineer Resource Center, Fort Worth District accepted the award from BG Hans Van Winkle on behalf of the

team.

Mr. Rich Diefenbeck, Director Facilities & Engineering, HQ, INS, attended the Awards ceremony and participated in the awards presentation. §

USACE PROGRAM MANAGER OF THE YEAR AWARD FOR 1999

Award Winner

Mr. Prentice A. Besore, CENWD

This award is given annually to a USACE MSC representative for program management excellence. The HQUSACE selection panel was **in unanimous agreement** in recommending this individual as the winner of the USACE Program Manager of the Year Award for 1999. He has **demonstrated excellence in program management, program development skills, and excellence in program execution.** It is an honor to present this year's award to *Mr. Prentice A. Besore*, Civil Engineer/Program Manager, Civil Works Division, Programs Management Directorate, of the Northwestern Division. §

CIVIL WORKS PROGRAMS EXCELLENCE AWARD FOR 1999

Award Winner

**Mr. James L. Marshall
CEMVD – Memphis District**

Mr. James L. Marshall is awarded the Programs Management Excellence Award **for his outstanding contributions to the Memphis District, the Mississippi Valley Division, and Headquarters, United States Army Corps of Engineers.** His expertise, efficiency, relentless drive, and focused professionalism were recognized in October 1998 with an Exceptional Performance award and in January 1998 when he received a National Performance Review Hammer Award.

Mr. Marshall **represents the ideal in corporate teamwork, appreciating solid team efforts and setting an example through his demonstrated judgement, high expectations, and personal responsibility.** He effectively utilizes his career experiences to apply a variety of perspectives to solve problems most effectively.

In addition to his many accomplishments within his profession, Mr. Marshall enhances the Corps image, having served as an officer with the Memphis District's Castle Club' as well as volunteering his time for many

worthy charitable and community activities. His devotion to excellence reflects great credit to the Memphis District, the Operation and Maintenance community, the Corps of Engineers, and the Department of the Army. In bestowing this award, the **Programs Management community takes great pride in recognizing his 32 years of outstanding Federal service.** §

SPEECH TO THE US ARMY CORPS OF ENGINEERS SENIOR LEADERS CONFERENCE AUGUST 20, 1999 SAN FRANCISCO, CA

Mr. Joseph W. Westphal

Assistant Secretary of the Army – Civil Works

Always great to be with friends and colleagues. On the job for a year and three months and have much to reflect on. Very exciting to work for such a dynamic and impressive organization made up of such great people with enthusiasm, commitment and caring.

This afternoon, I have the opportunity to provide you with some thoughts and issues that I believe are important.... And I would personally like to challenge all of you and my staff to examine and think about these issues in the coming year.

Let me begin by stating emphatically that we are in a partnership that can and should be great for the organization. My role in policy, legislation and budgeting are of course critical to the future of the program.

Your role in planning, programming and implementing is also critical. Add to this the development of partnerships in a complex political and legal environment and your role is even more significant. Together we can forge changes and improvements that not only enhance your ability to deliver a better product but creates a greater potential for me to deliver on the resources needed. Together we can work to institutionalize missions and responsibilities that are now confused and unmet by other federal agencies and for which the public suffers a great need. Without this partnership, we will NOT get the job done.

For the past several weeks, General Ballard and I have been part of group of senior Army leaders that have been asked by the Chief to Staff to help structure a vision for the Army of the XXI century. It has been a fascinating task, particularly since you have such a mix of ideas, philosophies, backgrounds and values reflected in both members of the secretariat as well as the three and four star generals.

The Chief of Staff of course, has his own vision of

the Army in the future, but he is wise to want to know what his leadership thinks and how they believe the Army should look ten years from now. All of this has made me think long and hard at the future of the Army Corps of Engineers and how it must look in ten or more years. Today, the Army is challenged by a number of issues and events that are forcing a reexamination of both mission and structure. So is the Corps.

First, there is the element of a total army or combined force of active, guard and reserve. For the Corps it is cost sharing and the partnerships with local and state governments. In both cases, there are elements of decentralization vs. control, consistency and accountability.

Second, the Army is faced with engagements around the world that require or demand a joint action. For the Corps, it is inevitable that almost all work requires interagency coordination and that we become interagency dependent. Like the Army, it is both required and demanded.

For the Army, the missions have now expanded greatly. We are now engaged in peacekeeping, drug interdiction, disaster relief both domestic and international. Today the Army is deploying to Turkey to help in that catastrophe.

For the Corps, new missions abound as you consider environmental restoration, recreation, water supply and many other areas of increased Corps participation. Similarly, the Corps is deploying all over the world, and resources are sometimes stretched to the maximum.

As our Army's missions increase, a soldier is both a warfighter and a peacekeeper, so the Corps' workforce must and has adapted to be both a builder as well as a rebuildier. For the Corps, all this is in an environment of mixed and often conflicting multi-agency actors whose differences are arbitrated by OMB and Congress. Actors who must share different philosophies and priorities and yet share similar issues and decisions.

I see our challenge today as threefold. First, we must come to terms with the notion that this is in fact, a Program. It is not a multitude of disconnected and unrelated projects in 50 states. It is not 38 distinct programs, independent and disjointed serving particular masters. What we do is for the public good and we serve the Nation.

Having said this, we must also strive to have a Program that is a reflection of our Federal system and is responsive to the particular needs of different regions. This Program, has for more than 70 years helped to redistribute the wealth in this Nation. It has created growth where there was no hope and it has expanded the economy where there was despair and poverty. We should continue to do that, we must strive to do it in the context of the National public good.

I worry about the direction we are heading and that

we may be losing the synergy and support we need to be the most dynamic, responsive and enduring public agency in our government. Many of the changes and reforms brought about in the last three years though General Ballard's leadership have been remarkable and important. My concerns are more about how our Program is viewed outside the agency, how we respond to both the mission challenges as well as the resource constraints and how we interact with the world we partner with. I can tell you that this matter is now a high priority with me and that I will do my best to focus on this issue, work with your leadership to develop strategies and secure a better path for future growth and opportunity for this great agency.

A second issue of concern for me is the overall impact of cost sharing, our Principles and Guidelines and our ability to do more comprehensive regional planning. Is this program becoming a tool and instrument of the larger well-to-do communities that can afford lawyers, lobbyist and whose congressional delegations are both large and powerful? Is our planning process relevant to needs of society, the demands for maintenance of public infrastructure and for accounting for diversity both economic and cultural?

I believe that our Nation is not well served by the fragmented nature of our water resources planning, by the competition between the politically more desirable issuing of grants and the cost-sharing arrangements of our program. I believe we must take the leadership in the promotion and development of a more consistent and realistic national water policy that clearly delineates the relationships between federal agencies and reduces the unpredictability of the process. We can and will work out internal differences and concerns over our process, but we have little or no control over Fish and Wildlife or EPA or CEQ or Justice.

Finally, I believe our third major challenge is defining and preparing for new missions that vital to our Nation's future both domestic and globally. We are clearly capable of more than we are doing, although as I just pointed out, I think we have some challenges there to overcome. I know our Nation needs a better system for developing, managing and distributing its water supplies. I think this ought to be our mission.

More and more Americans want to enjoy the environment. We are restoring the environment. We are the only one's who are doing it on a mass scale. Not only do we want to preserve the environment, but we want to enjoy it in a very personal way. The Corps is the largest provider of recreation. I believe we must be the best at this.

The diversity of missions we now have in our Army, is indicative of how the world is changing. We are asked to prevent the war by building for peace. I believe the Corps SFO Program should be strengthened by seeking greater funding to aid our Army and our Foreign Assistance Program to promote economic

development and democracy abroad.

The challenges that lay before us all are made the easier if we in fact act together, strategize together, and seek a broad consensus. Our strategic plan should incorporate the Chief's vision for the Corps (Like the COS's for the Army's). It should be bold and creative, defensible, and comprehensive. It should pave the way for a better definition of our program and its support of our Nation's development.

A premier organization, as the Chief of Engineers points out, is what the Corps can and should be. Let's build a strategic plan that gets us there. None of what I have laid before you is easy to fix. But we are at a critical fork in the road. We have the capability to move forward on these issues now, we can get the support and we can be successful. We must be ready to take risks.

As missions change the workforce must become more adaptable, flexible, and versatile. The Army was made up of warfighters- now it must also train peacemakers. The Corps was made up of engineers to build structures—now it must also have biologists and anthropologists as well.

Remember that what we do today is for future generations—not ourselves. I am confident, ready for the challenge, and committed to the cause. Our nation's investment in the future should rely on the Corps' capability in:

- Hazardous waste management
- Toxic waste cleanup
- Wastewater management
- Solid waste disposal
- Water supply to include groundwater protection and supply
- Dam and bridge rehabilitation
- Recreation
- And all our other existing missions

The Army Corps of Engineers is a great organization. So great, that I think our real next opportunity is to be ready to build the infrastructure man will need to settle the planets.

Thank you. §

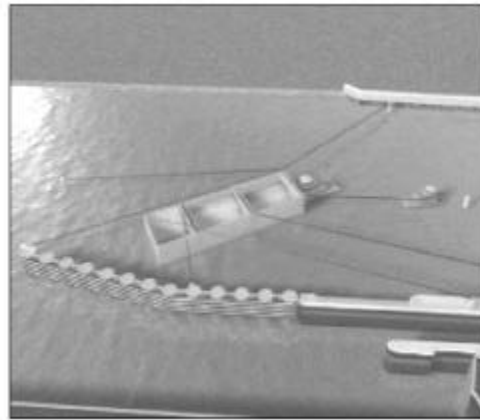
USING THE BEST-VALUE TRADE-OFF ACQUISITION PROCESS

Mr. Les Dixon CELRP-PM

We are being encouraged to expand our "Acquisition Toolbox" to include job-order-contracts, indefinite-delivery indefinite-quantity contracts, design-build contracts, and best-value trade-off contracts.

The purpose of this article is to share a few terse

notes on my observations in using the best-value trade-off acquisition process on the Braddock Dam Construction Contract in Pittsburgh. The Braddock Dam construction will pioneer an effort to cast the dam offsite, float the dam to the job site, and then lower it onto a prepared foundation.



Floating The Braddock Dam

The use of best-value trade-off procurement for this work, allowed the District to fully evaluate the various technical approaches to the work and to identify technical and other non-price problem areas with each proposal. Through discussions, the government was able to resolve problem areas and avoid potential claims during construction. It also expanded opportunities for small businesses.

WHAT IS BEST-VALUE TRADE-OFF? In simple terms, this is a negotiated procurement that allows award to an offeror other than the low bidder. In contracting terms, the best-value trade-off method establishes a requirement for offerors to submit both price and non-price proposals for evaluation against a well defined set of standards and evaluation criteria. On the Braddock Dam construction contract, we set the price and non-price evaluation criteria as approximately equal.

WHEN SHOULD YOU CONSIDER USING BEST-VALUE TRADE-OFF? Pittsburgh District will apply this tool where innovation and risk are key project considerations. However, this process is protracted, manpower intensive, and complex.

IS IT AN INEXPENSIVE PROCESS? No, this is a detailed acquisition process that requires a trained acquisition team, a detailed acquisition plan, a detailed source selection plan, and adherence to detail. The process is protracted and expensive for both the government and the contractors. The Braddock Dam Construction Request for Proposal was issued on 22 December 1998 and on 1 July 1999, the Pittsburgh District awarded a \$107.4 million construction contract.

A FEW LESSONS LEARNED:

1. Our traditional contractors are uncomfortable with the process. In future solicitations, Pittsburgh District will integrate a one-day training seminar into the pre-proposal conference.
2. Despite our best efforts, offerors questioned the integrity of the process, and were particularly concerned with political influence and the confidentiality of the pricing information submitted to the government.
3. The process requires extraordinary efforts to ensure the integrity of confidentiality and security.
4. Pittsburgh District will not use mandatory or so called "go/no-go" compliance criteria in future solicitations.
5. We will continue to place an emphasis on providing first-class debriefings to offerors not selected. Our goal is to ensure that contractors are given adequate feedback on their proposal strengths and weaknesses and have an opportunity to learn for the future.
6. Making the District Commander the Source Selection Authority, elevates the process to a meaningful and respected level.
7. Providing university level training on this process to the senior staff, and acquisition team was an important investment and paid dividends to the District.

WANT MORE INFORMATION? If you would like to have a few more details on this contracting process or the Braddock Dam Project, please call Hank Edwards, the Project Manager at 412-395-7374; or George Reule, Chief Contracting Officer, at 412-395-7374. **S**

**CINCINNATI WATER WORKS
GREAT MIAMI RIVER, OHIO
SECTION 14 PROJECT
US ARMY ENGINEER DISTRICT,
LOUISVILLE**

*Mr. Glen Beckham, CELRL-PD-F
Mr. Michael Turner, CELRL-PD-E*

The Louisville District team **set a national Corps of Engineers record for how quickly a project could be studied and construction authorized** under Section 14 of the 1948 Flood Control Act. -- **29 days**. The previous study and authorization record was 55 days. Actual on-site construction of the project began after only 37 days (23 March 1999 - 7 May 1999):

Project Schedule:

Project Initiated	PCA Signed	Const Auth	On-Site Const Started	Const Compl
Day 1	Day 28	Day 29	Day 37	Day 71
3/17/99	4/21/99	4/22/99	4/30/99	6/4/99

The study cost of \$30,000 was also substantially less than the average for other Section 14 projects of similar

magnitude. The average study cost of the typical project is about \$100,000 and the average study time is about 1.5 years.

Background: The Louisville District team initiated the study because two water wells owned by the Cincinnati Water Works' Bolton facility in Fairfield, Ohio, were threatened by streambank erosion. The well sites, Number 8 and 9, are located on the Great Miami River across from its confluence with Indian Creek. In the past year, a meander in Indian Creek broke through and formed a new outlet into the River just upstream from the wells. This rapidly changed condition significantly increased the size of a gravel bar about 100 yards out into the River. The constricted channel between the gravel bar and the streambank increased velocities to the extent that about 50 feet of streambank eroded around well number 9 between August 1998 and March 1999. Well number 8, located about 600 feet upstream from well number 9, was also seriously threatened by erosion. A critical emergency condition existed: water well Number 9 was in danger of being washed out with the next high water event.

Project Description: The project provides 900 linear feet of protection to the left bank of the Great Miami River at River Mile 26.9. The work consists of minor shaping of the upper bank and stone protection combined with bioengineering.



Installing Materials

The bioengineering components are multipurpose, providing erosion protection, fish and wildlife habitat, and aesthetic benefits. The two most significant and multi-faceted components are a sand willow planting bed 15 feet wide by 6 feet deep running the full 900 foot length of the project and a 30 foot wide by 500 foot long planting of gray dogwood and silver maple. All three plants are rapidly growing species native to stream banks in southwestern Ohio. The plantings are protected by biodegradable filter fabric. All are planted at greater than normal density to increase root mass and stem count. Other features include placement and anchoring 5 large trees for bank protection and aquatic habitat, planting of native grasses for erosion control on all disturbed soils, and placement of 20 concrete pipes

below normal summer water level to replace lost aquatic habitat.

Excess soil was placed directly over root systems without cutting trees to create dead timber for wildlife habitat. Soils were rough graded to limit soil compaction.



Finished Area

Construction includes woodpiles, and planting of native bottomland shrubs and hardwoods in the soil disposal area. The combination of native vegetation and stone protection achieves bank stabilization and water well protection while minimizing environmental impacts to the undeveloped floodplain forest.

The Team: District and Division executive staff empowered the team to develop innovative solutions to the problem and provided strong support that created a seamless flow of project funding and execution. This allowed the Corps to act so quickly that the local sponsor was astounded by the successful emergency response.

The team tailored the project design to the needs of the local sponsor and resource agencies by incorporating innovative environmental design features. This measure, combined with the emergency nature of the project and exceptional assistance from the Ohio Environmental Protection Agency, allowed use of Nationwide Permit number 13 (33 CFR 330). Consequently, the environmental permitting process for the project was reduced from a number of months to several days.

Thus, efficient coordination was established among the Corps, the local sponsor, and the resource agencies. A multi-agency team met weekly to design the project and resolve issues in the field. The team quickly achieved consensus on critical project issues and dramatically reduced project study time and costs.

Throughout the fast-track process for this project, the team incorporated all provisions required by the Louisville District's Quality Management Plans and ISO 9000 certification. This measure ensured that the

highest quality, effective and responsive solutions to the problem were developed.

Achievements: The team accomplished this by developing an efficient, innovative, planning, design and coordination strategy at the beginning of the study. For example, instead of the traditional approach of using 2-3 team members per site visit in attempts to reduce costs, **this project used most of the study team (4-8 members) over a series of 3 weekly site visits to formulate alternatives, prepare design and cost estimates, and identify project construction requirements in the field.** This reduced study time and costs. **At the end of the second site visit, only one week after the project was initiated, the team had formulated 6 alternatives and identified a solution.** That solution included bioengineering for bank stabilization as well as other aquatic and terrestrial habitat design features. **This plan was quickly accepted because of early participation by major resource agencies including Ohio EPA and the Natural Resources Conservation Service.** In fact, because of the emergency nature of the project and the bioengineering features of the project, the Ohio EPA concurred with the use of Nationwide Permit number 13 to reduce study time. Subsequently, **the permit was incorporated with the project and several months of review were eliminated.** The team also applied ER 200-2-2, Procedures for Implementing NEPA, paragraph 8, an **emergency provision that allows for environmental documentation to be prepared after project initiation.** This reduced the study time by at least two months. At the end of third site visit, only three weeks into the study, the Project Cooperation Agreement was ready for signature by the City of Cincinnati, the local sponsor. The efforts of the team to award this project in record breaking time, and the contributions of the onsite management team and contractor to start the work quickly, contributed substantially to the success of this project.

Project Status: This project was completed on 3 June, 1999, approximately 30 days after construction began, and turned over to the local sponsor after it cleanly passed final inspection. By every measure: study time reduction, project cost reduction, internal and external customer cooperation and satisfaction, this project was an unparalleled success. **S**

A NEW PARTNERSHIP FOR THE CORPS:

THE NATIONAL FISH AND WILDLIFE FOUNDATION

Ms. Cheree Peterson, National Fish and Wildlife Foundation

First in a Series

The Corps of Engineers' work on environmental restoration creates an opportunity for an exciting new partnership with the National Fish and Wildlife Foundation, a Congressionally created non-profit dedicated to conservation of fish, wildlife, and plants, and the habitat on which they depend. Yearly, the **Foundation receives Congressional appropriations for conservation grants awarded to federal, state, and local agencies, as well as non-profits.**

The Foundation identifies conservation needs, fosters cooperative partnerships to address these needs, and commits a mixture of federal and non-federal funds to on-the-ground conservation projects. We do this by **awarding challenge grants** – seed money to assist grantees in raising matching funds. The Foundation **strives to leverage federal dollars invested in conservation** and we currently average better than a 2:1 return on funds entrusted to the Foundation. In total, the Foundation has supported more than 3,100 grants, committing over \$133 million in federal funds, matched with non-federal dollars, delivering more than \$422 million for conservation. The Foundation awarded funds to more than 940 grantees, and does not fund lobbying, political advocacy, or litigation.

The Foundation seeks to support the Corps of Engineers in fulfilling its environmental restoration mission. On March 26, 1998, the Assistant Secretary of the Army's (Civil Works) Office (ASA) signed a Memorandum of Understanding (MOU) with the Foundation to foster cooperation on projects of mutual interest, such as non-structural flood control opportunities, wetlands restoration, and endangered species protection. A copy of the MOU will become available on the ASA's web site in the near future. In recognition of the importance of the MOU, the House of Representatives included the following language in the FY 2000 Energy and Water Development Appropriations Report:

"The Committee notes that the Corps of Engineers has entered into a Memorandum of Understanding with the National Fish and Wildlife Foundation... The Committee looks favorably upon future cooperative efforts of the Corps and NFWF."

With this groundwork in place, the Foundation is exploring ways to partner more broadly with the Corps. To date, this effort focused on bringing together partnerships to cost-share environmental restoration projects, funding local sponsors for environmental restoration projects, and working with the Regulatory program on mitigation requirements or on special area management plans. In addition, the Foundation can also act as a fiscal agent, holding mitigation funds or other types of funds for a specified use. The Foundation looks forward to developing these partnerships with the Corps as well as looking for new partnership avenues.

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The 'UPDATE' Newsletter

Mr. Bill Franklin, CEMP-MA.

Fort Bragg, North Carolina, continues to have one of the largest construction programs in the military community. Keeping track of the many projects is a major challenge. Diego Martinez, Savannah District's senior project manager for Fort Bragg, **has developed an extremely valuable, customer focused, weekly UPDATE** which has enhanced communications with his strategic customers including the XVIII Airborne Corps, the 82nd Airborne Division, and the Special Operations Command. The Army's emerging needs are felt first by these customers.

Design and construction projects supporting the soldiers are funded not only with Military Construction (both Army and Department of Defense) funds but also with NAF and O&M funds. There is always a customer that needs to know the status of their particular project or program. The **UPDATE** not only **satisfies the customer's need for information, but also provides current data for the program management business process team within USACE** during the time of transition between AMPRS and PROMIS. Since the **UPDATE** is always current, questions from team members or customers can be answered instantly by e-mail.

A recent weekly **UPDATE** included 14 pages divided into separate customer oriented sections related to Barracks, Special Operations Forces, Other MILCON, Outload Enhancement, O&M, and Special Initiatives. The Barracks section alone includes \$175 million of new barracks and \$26 million in the Barracks Upgrade Program. The first item in the Barracks section is the \$73 million Faith Barracks. The project has been the subject of 'Engineering News Record' articles which resulted in many questions easily answered by referring to the **UPDATE**. This new barracks complex is already improving the quality of life for 82nd Airborne Division soldiers. Six more brigade complexes will be built in the next ten years. When completed the 82nd Airborne Division will be housed in new barracks in compliance with the one plus one standard.

The names and phone numbers of each project's point of contact are listed if more detail is needed. The **UPDATE** provides the design or construction percent complete and a brief description of remaining work. It provides a detailed status of the 24 separate buildings in the Barracks Upgrade Program. Future year barracks projects include not only the design status but also the name of the military unit that will occupy the completed buildings.

Special Operations Force's projects include barracks, roof replacement, and a support battalion

complex. Other MILCON projects include a vehicle maintenance shop for the 37th Engineers, family housing, an NAF funded Youth Activities Center, a new hospital, and a two phased Military Operations in Urban Terrain training complex.

The Outload Enhancement projects include four phases (under design or construction) with a total value of \$85 million. This arrival & departure staging area complex provides facilities for the 82nd Airborne Division's rapid deployment. This program has two more phases in the out years (FY-02 & 03). O&M projects include an indefinite delivery/indefinite quantity contract and a physical fitness center renovation. Special Initiatives includes the date, time, and purpose of meetings scheduled during the next 30 days on Fort Bragg projects. It also includes the dates of VIP visits expected during the next 30 days.

The **UPDATE** serves as a critical tool in the project management business process. It **ensures the communication of information necessary for successful completion and delivery of projects to the strategic customers at Fort Bragg.** The **UPDATE** keeps the customer's expectations visible. Early identification of customer needs has led to early resolution of these needs. The **UPDATE** provides the customer with **full disclosure of activities, appropriate access to meetings, explanation of the USACE business process, and a description of any information needed from the customer.** The **UPDATE** is a great example of continuous improvement in customer service provided by the Corps of Engineers. **\$**

IS PROJECT MANAGEMENT A DANGEROUS PROFESSION?

Mr. John H. Forslund, CESWT-PP-M

Our customers attack us about the cost of our services. The AE community attacks us for not allowing design modifications and our technical support attack us out of general principal. Plus we are even attacked by our families for being gone so much. But these are **the risks we take when we sign up for this profession.** However, these attacks don't even measure up to the frightening experiences we all encounter travelling to and from our "meetings". If you haven't noticed, America is a big place and not all customers live next door, so travelling four to five hours in a car is typical, especially here in the heartland. Spending the same amount of time on airplanes is also the norm when trying to keep our customers satisfied. **Knowing what precautions to take and what safety features are available in a vehicle can save your life.**

Recently, two of my fellow employees, Mary and James, were travelling on business when the small

commuter airplane caught fire. The ballast in one of the lights shorted, over heated and caused a fire. Mary reported it to the flight attendant, she reported it to the captain who came to the rear of the airplane and verified there was a fire. According to Mary things were not moving fast enough so she asked (demanded?) that the flight attendant produce a fire extinguisher. She did and Mary passed it back to some passengers so they could fight the fire. Mary did say the airplane was rapidly filling with smoke and at that point she became acutely aware of just how small the cabin of a commuter plane really is. All of the plane's safety features operated correctly, the oxygen masks fell from the ceiling, the air exhaust system evacuated the smoke from the cabin, the fire extinguisher worked as designed and the pilot was able to land the aircraft safely. Thanks to Mary's courage and quick thinking she was able to save the airplane and her fellow passengers. **Well done Mary.**

Being aware of what was going on around you when travelling in either a car or an airplane can save your life just as Mary was able to save hers. Will you be able to do the same thing because you now know just how dangerous project management can be? **\$**

ARTICLES OF INTEREST

Other article(s) of interest to you:

1. From the magazine, "PM Network", July 1999. Located at the following URL:
<http://www.pmi.org/publictn/pmnetworkonline>
 - a. "Finding and Solving Problems", by Fred Erman
 - b. "Don't Sell It...Show It", by Neal Whitten.
 - c. "Power of the People", by Kenneth G. Cooper.
2. From the magazine, "PM Network", August 1999. Located at the following URL:
<http://www.pmi.org/publictn/pmnetworkonline>
 - a. "Bringing People Together", by Fred Erman.
 - b. "Think Big Before You Speak", by John Sullivan.
 - c. "Welcome Back Quality...From a Project Management Perspective", by Joan Knutson.
 - d. "Change the Cultural in Your Organization...Project by Project", by Neal Whitten.
 - e. "The High-Performing Team", by Paula Martin & Karen Tate.
 - f. "WOW! They're Catching On!", by Paul C. Dinsmore.
 - g. "Team Building and English as a Second Language", by William Dodson.
 - h. "Read This If You Hate Project Status Meetings", by Ross M. Snyder.
 - i. "Some Constraints on the Theory of Constraints", by Jeffery K. Pinto.
3. From the magazine, "Civil Engineering", July 1999. Located at the following URL:
<http://www.pubs.asce.org/ceonline/newce.html>

- a. "Warming Up To Cold Calling", by Michael Sanfilippo.
 - b. "Putting People First", by Lisa Jackson.
4. From the publication "Public Works Digest," August 1999. Located at the following URL: <http://www.usacpw.belvoir.army.mil/pubs/Digest/aug99.pdf>
 - a. "Installation Support Offices – Off and Running!" by Alexandra K. Stakhiv.
 - b. ISO to the rescue!
 - c. Supply Assistance—Just a phone, FAX, e-mail away.
 - d. List of Installation Support Offices and ISC Personnel Transferred.
 5. From the publication "Engineering & Construction News," August 1999. Located at the following URL: <http://www.usace.army.mil/inet/functions/cw/cecwe/notes>
 - a. "Strategies For Maintaining Technical Excellence," by Don Dressler.
 - b. "Corporate Technical Capability Assessment," By Dan Casapulla,
 - c. "Pittsburgh District PDT Delivers," By Hank Edwardo. §

1. The current classification standards for the GS-800 group do not include any point weight for knowledge in automation systems.
2. The current GS-800 series positions do not include some new trades such as cost engineering, interior design and industrial hygiene.
3. Recommend development of two standards, one for professional positions and one for non-professional positions.
4. Recommend work samples be grouped by function since these functions have different knowledge and skill requirements.

HQUSACE has designated the following Divisions and Districts to assist in developing and reviewing the draft standard in support of DA's initiative: **Great Lakes and Ohio River Division, Northwestern Division, South Atlantic Division, Baltimore District, Huntington District, Louisville District, Portland District and Seattle District.**

The milestones include the following: Complete the fact finding by the end of Oct 99. **Develop a draft classification standard and disseminate for test application and comment by Feb 00.** Implement the new standard by the end of FY00.

The HQUSACE point of contact for this action is Millie Edwards, 202-761-1798. §

FACT FINDING FOR THE DEVELOPMENT OF THE GS-800 ENGINEERING AND ARCHITECTURE CLASSIFICATION STANDARDS

In late May, the Policy and Program Development Division of the Department of the Army (DA) initiated a fact-finding exercise of the GS-800 series. The main objective of the exercise is to **develop a new standard which will simplify the classification process for classification specialists and for managers** and others who are not human resource professionals, but have

This publication is located at the following URLs:
[HTTP://WWW.USACE.ARMY.MIL/INET/FUNCTIONS/CW/CECW/B/EWS](http://WWW.USACE.ARMY.MIL/INET/FUNCTIONS/CW/CECW/B/EWS) or
[HTTP://WWW.HQ.USACE.ARMY.MIL/CEMP/M/MR/NWSLTR/NWINDX.HTM](http://WWW.HQ.USACE.ARMY.MIL/CEMP/M/MR/NWSLTR/NWINDX.HTM)

YOU MAY CONTRIBUTE ARTICLES OR PROVIDE SUGGESTIONS FOR ARTICLES TO EITHER:

**MR. EDWARD P. RACHT, CEMP-MP, 202-761-8816
OR MR. BRAD PRICE, CECW-BD, 202-761-1116.**

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